Malaysia Education: Explanations From the Perspective of Leader-member Exchange Theory

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ARTICLE DETAILS

Objective: The purpose of this paper is to examine the leadership practices in unique Eastern perspectives of Malaysian educational institutions through the lens of Leader-Member Exchange (LMX) Theory.

Methodology: A survey using LMX 7 questionnaire was used to obtain LMX explanations among Malaysian educational sector workers, determining whether they belong to either in-group or out-group in their workplace setting.

Results: Although the research found descriptive classifications of the workers as followers in the leadership setting, there are cultural factors inherent in the result leading to the significance of the research in Malaysia as a unique multi-cultural country in the East.

Implication: The study is useful for the policy makers so they can formulate better policies through clear identification of followers’ types in leadership setting. For the practitioners, this study adds to the knowledge to better delegation of the followers in regards to responsibility and administrative sharing of tasks. This paper gives valuable reference to educational practitioners especially the managers to enlighten on the suitable practice of leadership style grounded on the unique cultural context in Malaysian education.

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1. Introduction

Organizational culture is “the set of shared values, beliefs and norms that effect the mode staffs reason feel and behave in the place of work” (Owoyemi & Ekwoaba, 2014). Nelson and Quick (2011) described that habits, values, norms, system, symbols, languages, assumptions, dreams and beliefs are the
main elements of a culture. Teachers, students and persons in any form belongs to culture as an educational factory in teaching and learning process. Students’ norms, beliefs and values become strengthen with the help of these educational factories. Casida, and Pinto-Zipp (2008) suggests that “culture is an continuing sluggish to alteration, essential features of an organization.” Maseko (2017) observed organizational culture as “a company’s location towards its inner stakeholders, which practices are the simple rubrics that escort employees” behaviors, developed and shared within an organisation”.

References


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